



Assessment Overview

Presented By:

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Chief of Special Staff (DCMA-
DS)***

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FST Conference

**Internal Operations Assessments
(IOAs)**

**Procurement Management Reviews
(PMRs)**

IMS & Assessment Tools

Processes Reviewed

Ratings & Awareness

FY01 Schedule

Assessment Initiatives

Analysis Results

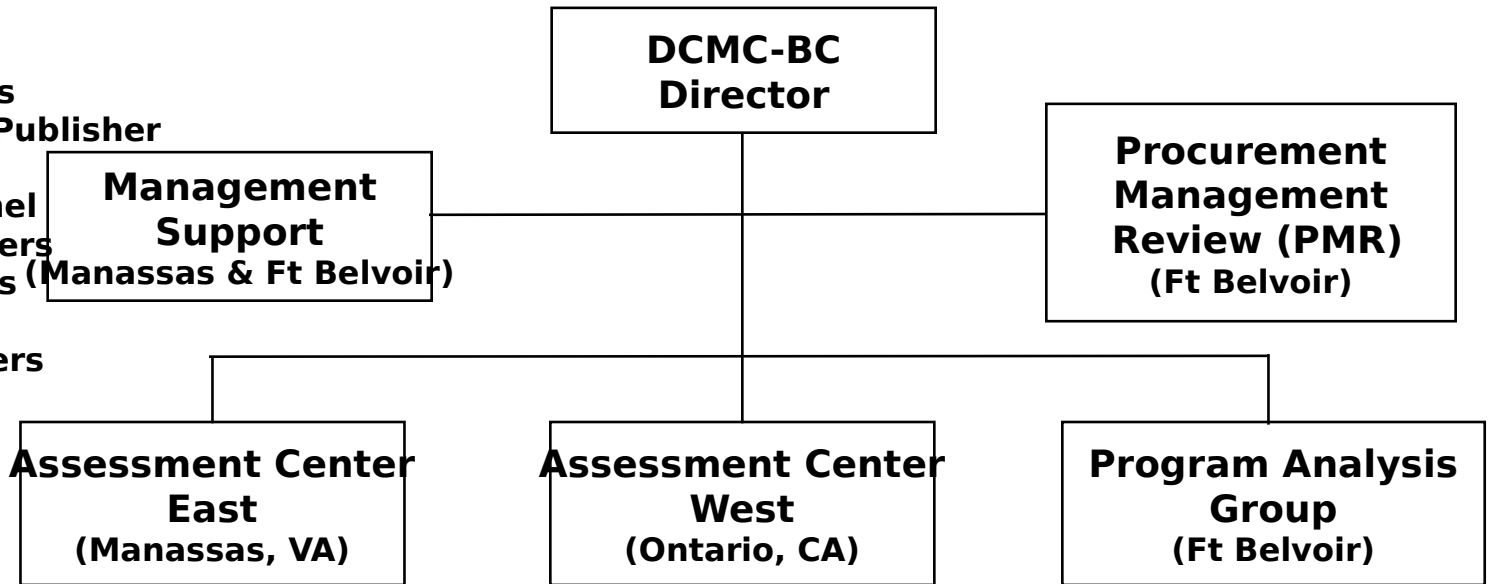
Summary

IOA Purpose

- **To provide the Director, DCMA, and Agency Senior Leaders information that describes the management system and operational effectiveness of the Agency.**
- **IOA Report becomes a tool for continuous improvement.**

IOA Team Changes

IOAs
IOA Files
Report Publisher
Budget
Personnel
Computers
Facilities
Training
Tvl Orders



IOAs & SPRs
Pre-Site Visits
Improvement Plan
Review
Liaison w/Process
Owners
Reporter Analysis

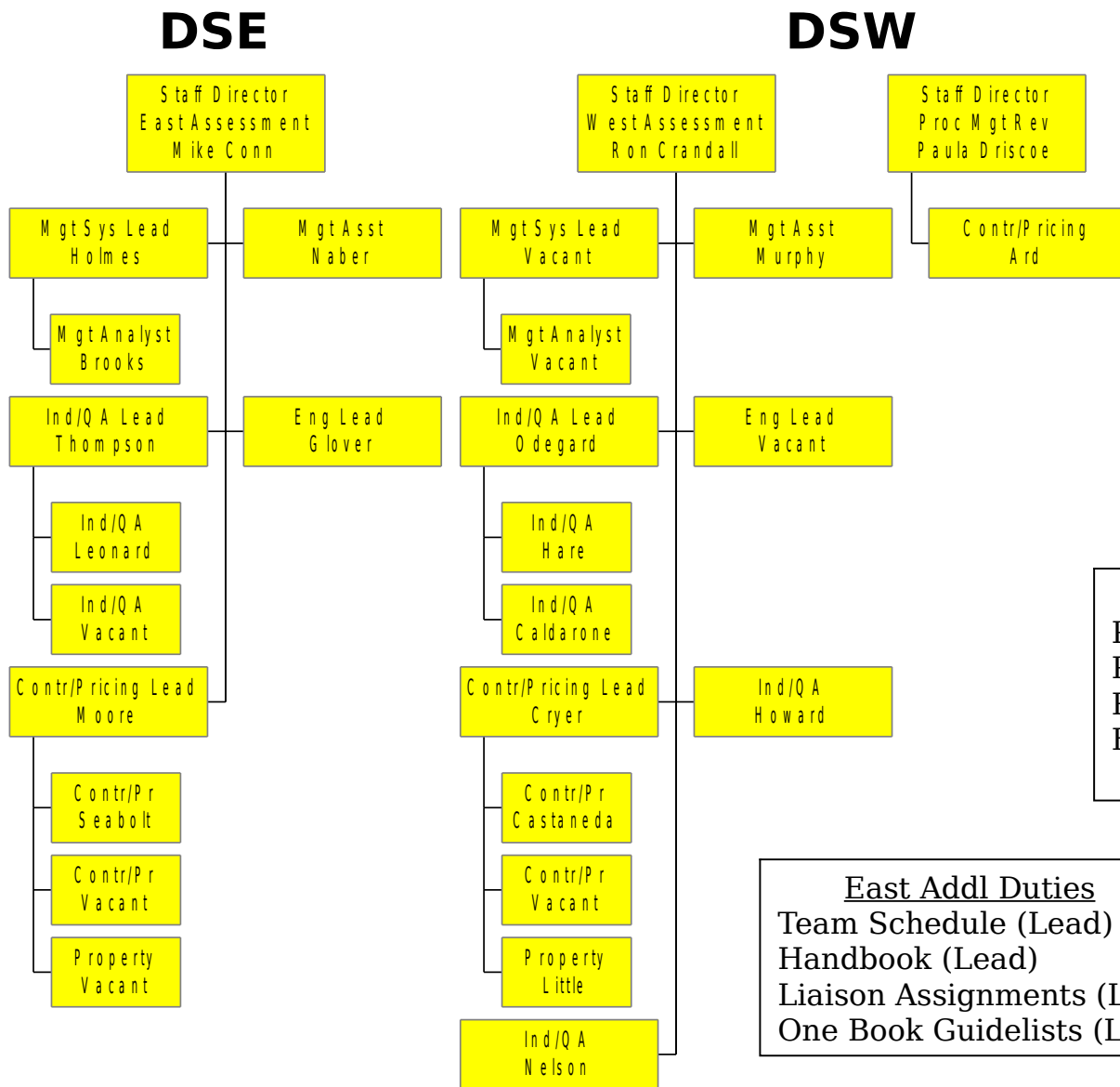
IOA Guidebook/Process
Guidelists

IOAs & SPRs
Pre-Site Visits
Improvement Plan
Review
Liaison w/Process
Owners
Reporter Analysis

FTEs: FY 98 - 48
FY 99 - 42
FY 00 - 38
FY 01 - 26

IOAs & SPRs
Mgt Control Program &
Assessment Policy
CPE Supplement & Guidelist
Assessment Reporter
Improvement Plan/Briefings
Tracking/Staffing
IOA & Team Scheduling
PQA & Other Awards
Command Self-Assessment
IOA Files/Observation Data Base
Studies & Analyses (Defunct since 10
Center Performance Plan & Metrics
HQs Briefings

Assessment Offices



DS/DSD Duties
Policy
Post IOA & IP Staffing
Report Publishing
Budget, Security & Admin
(Brooks 50% & Hall 75%)

East Addl Duties	West Addl Duties
Team Schedule (Lead)	CMO IOA Schedule (Lead)
Handbook (Lead)	CPE Guidelist (Lead)
Liaison Assignments (Lead)	Reporter (Lead)
One Book Guidelists (Lead)	Trend Analysis (Lead)

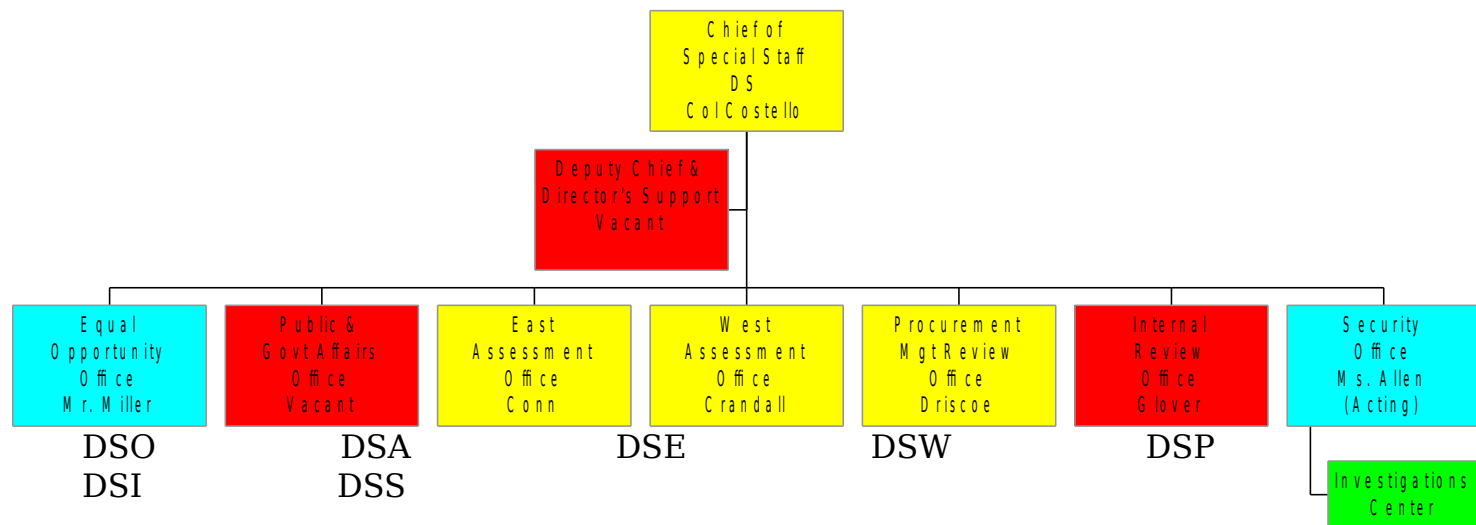
Functional IOA Teams

CENTER POSITION/ AUGMENTEE	SERIES/ GRADE	FTE REQ	TEAM SIZE
Team Lead	GS-1101-15/Mil 0-6	1	1
Facilitator (Internal)			
Management Lead	GS-1101-14	2	2
Augmentee			3
Quality Assurance Lead	GS-1101-14	3	4
Industrial Spec/QA	GS-1101-13	4	5
Software Augmentee			6
QA Augmentee			7
Engineering Lead	GS-0801-14	5	8
Augmentee			9
Contracts Lead	GS-1101-14	6	10
Pricing/Contracts Spec	GS-1102-13	7	11
Property Spec	GS-1103-13	8	12
Augmentee			13
Augmentee			14
Augmentee			15
Others as Required			
Safety, Transportation, Flight Ops			

**50/50
MIX**

- **Executive Agent Support to OSD / DDP**
- **Validation of Procurement Processes at 18 Independent Defense Agencies**
- **Use ad hoc teams of contracting volunteers**
- **Provide management consulting advice to agencies**
- **Provide insight into workings of agencies to DDP**
- **5 per year**

IOA Team Changes



Director's Support

- OSD/JCS
- Special Requirements
- FOIAs
- Protocol Chg of Command
- Cmdrs Conf

EEO

- Affirmative Employment
- Complaints

Public & Govt Affairs

- Congressionals
- PAO
- Publications
- Historian

Assessment

- IOAs
- Reporter
- CPE

PMRs

- Support to DDP

Internal Review

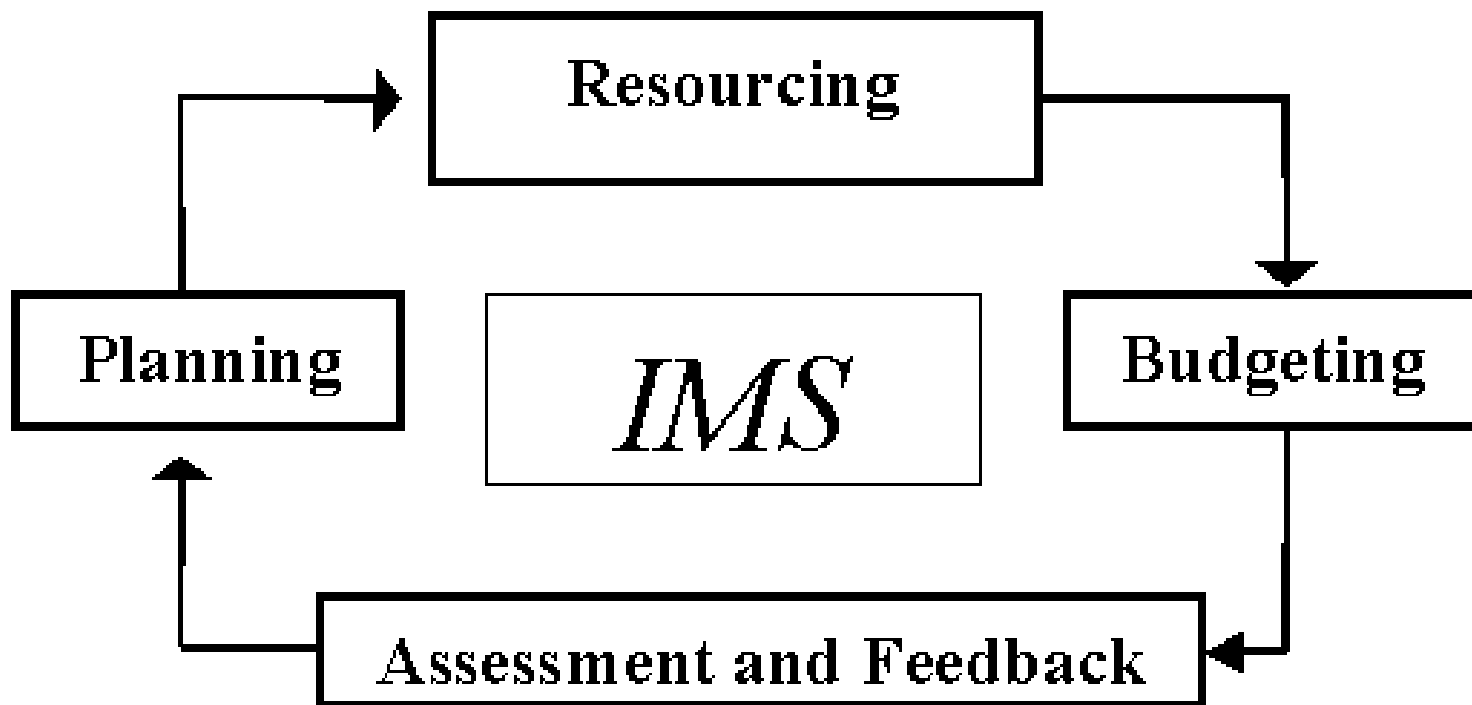
- GAO/IG Audits & Liaison
- Internal Review

Security

- Info, Personnel, Commo, Physical & Operations Security
- Referral Investigations
- Hotline Program
- Pass & ID

IOA PROCESS

Integrated Management System (IMS)



Assessment Tools

Primary Assessment Tools

Internal to Contract Management Office

Unit Self-Assessments (USAs)
Management Control Reviews (MCRs)
Management Reviews
(Mission/Financial/Special)
Performance Based Assessment (PBA)
Internal Customer System (ICS)

External to Contract Management Office

Internal Operations Assessment (IOA)

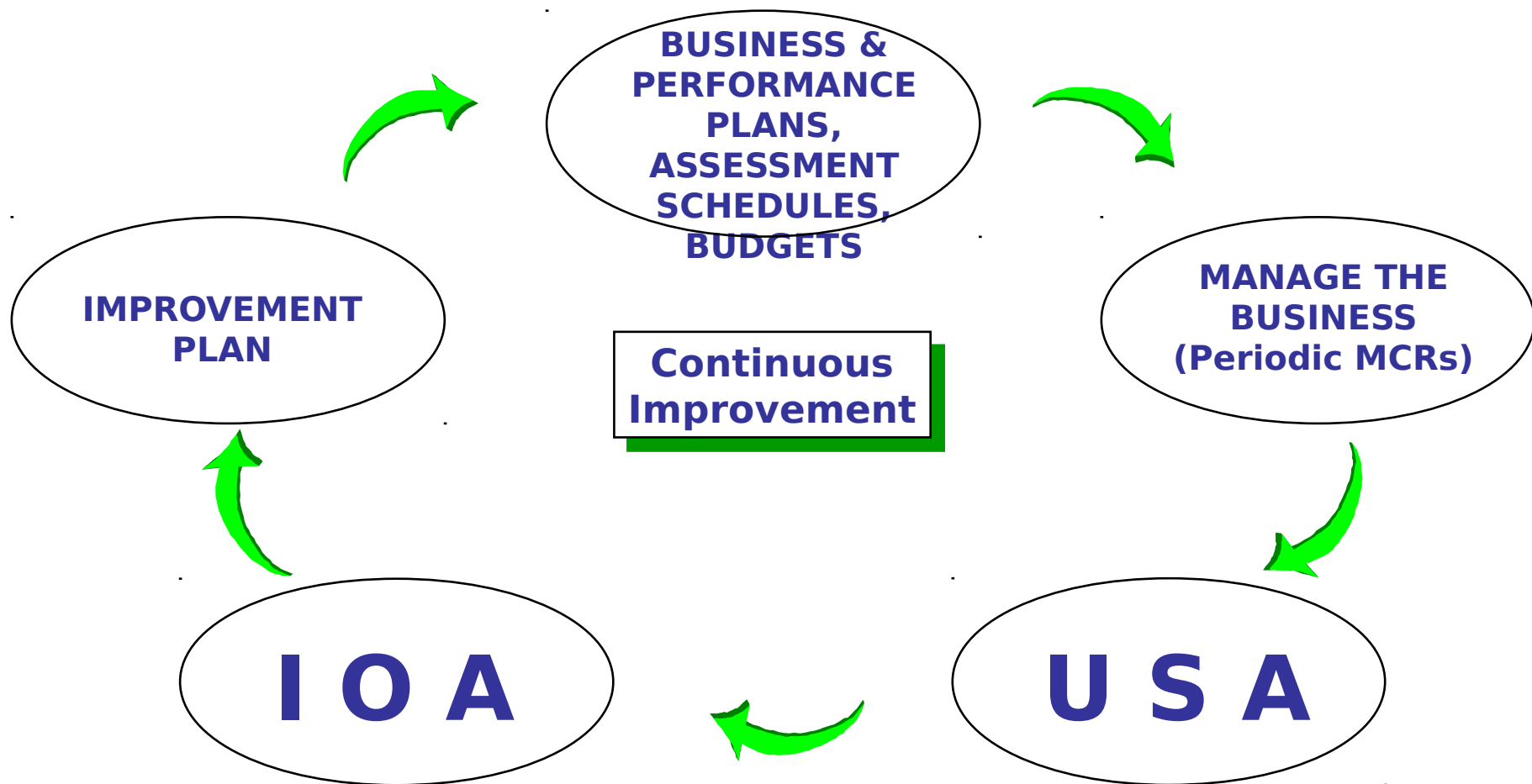
Objective

Evaluation of Management System
Process Management
Tracking Methodology

Contractor Performance Risk
Human Resources

Validation of Internal Tools
(Self-Assessment)

Integrated Management System (IMS)



Processes Reviewed

- **Management System**
- **Business Processes**
- **Technical Processes**
- **Common Processes**

- **Management System**

**Criteria for Performance Excellence
(CPE) Seven Categories:**

Category 1 - Leadership

Category 2 - Planning

Category 3 - Customer & Sponsor Focus

Category 4 - Information and Analysis

Category 5 - Human Resources

Category 6 - Process Management

Category 7 - Business Results

Processes Reviewed

All seven categories are linked together



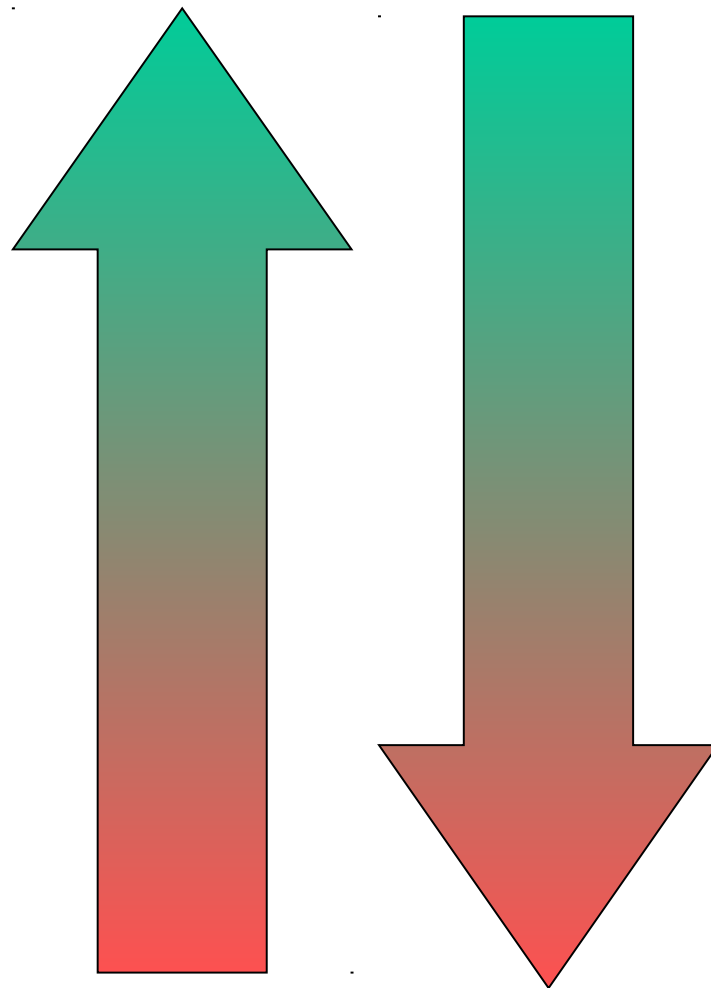
Assessment of compliance with DCMA Policy (One

- **Business Processes**
- **Technical Processes**
- **Common Processes**

Common processes cross functional areas.

All common processes are assigned to one of the three other groups (Management, Business or Technical) for review.

- **PROMISING PRACTICE**
- **NOTEWORTHY**
- **SATISFACTORY**
- **MINOR CONCERN**
- **MAJOR CONCERN**
- **SERIOUS CONCERN**



Green = Common Processes

Cat 5 - Human Resources

SERIOUS CONCERN

Ratings

- **PROMISING PRACTICE**
 - Recommended for sharing with other CMOs
 - Universal and beneficial in application
 - Customers are delighted
- **NOTEWORTHY**
 - Above average
 - Sustained stable and very capable results
 - Customers are very satisfied
- **SATISFACTORY**
 - Satisfactory performance
 - Compliance with One Book or CPE
 - Customers are satisfied

- **MINOR CONCERN**
 - Condition in need of correction
 - Nonconformance or less than optimal practice
 - Potential customers dissatisfaction
- **MAJOR CONCERN**
 - Condition may lead to a Serious Concern
 - Nonconformance or bad practice
 - Likely to have customer dissatisfaction
- **SERIOUS CONCERN**
 - Worst case condition
 - Our effectiveness or efficiency
 - Customer dissatisfaction

- **Unknown Condition**
CMO Senior Mgmt. not aware of the findings
- **Known Condition (KC)**
Findings in CMO Internal Review Processes
- **Plan Deployed (PD)**
Known condition with a comprehensive improvement plan deployed

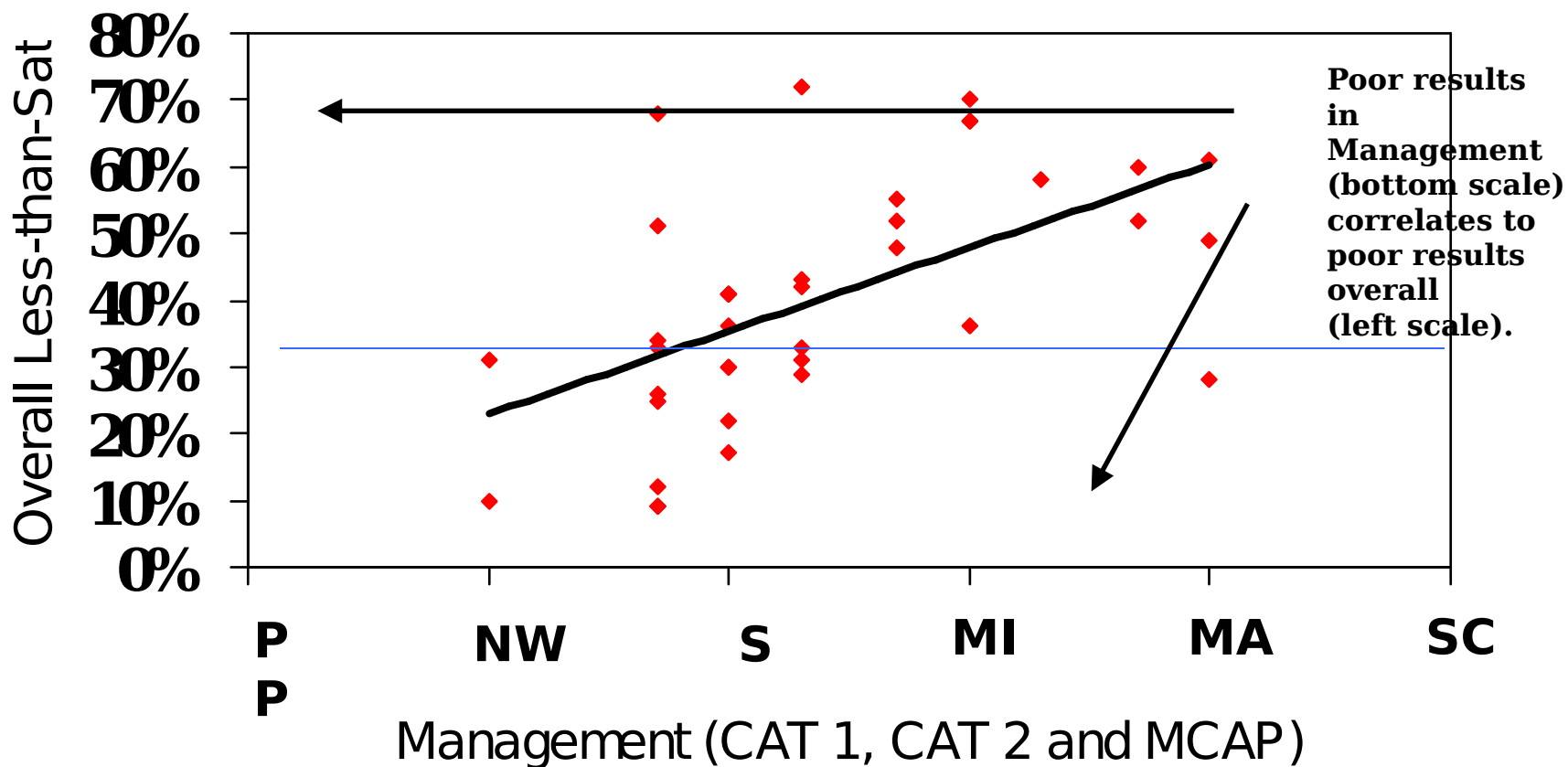
- **Methodology was Risk Based**
 - **When was last IOA**
 - **How did the CMO perform**
- **Include any CMO never visited**
- **Exclude any CMO slated for consolidation or closure**
- **Commander Rotation Date**
- **Six-month rolling schedule**

- **Data Analysis**
 - **Three Years of Data -- Trends**
 - **Comparative Analysis**
- **Risk Rating of Processes**
 - **Critical Process by Risk**
- **Short Notice Evaluations of Critical Processes**
 - **1 or 2 in FY 01**
- **Combine IOA and Resource Review**

- **Technical processes experience significantly higher rates of less-than-satisfactory findings than business areas (more yellows and reds).**
- **Technical processes especially experience more major and serious findings (more reds).**
- **There is no significant overall difference in IOA results between East and West Districts or between geographic and resident CMOs.**

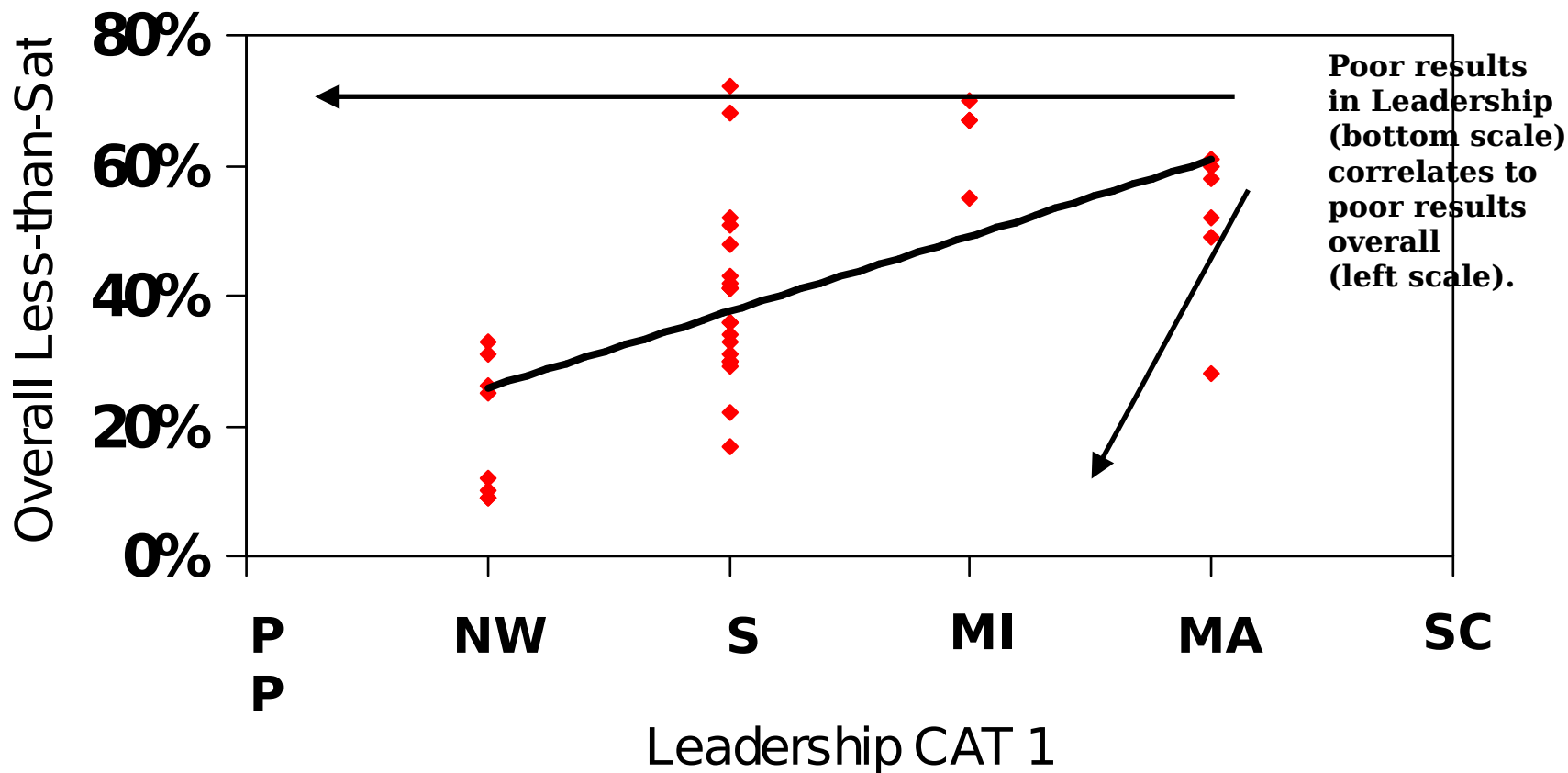
Correlation Analysis

Management to Less-than-Satisfactory



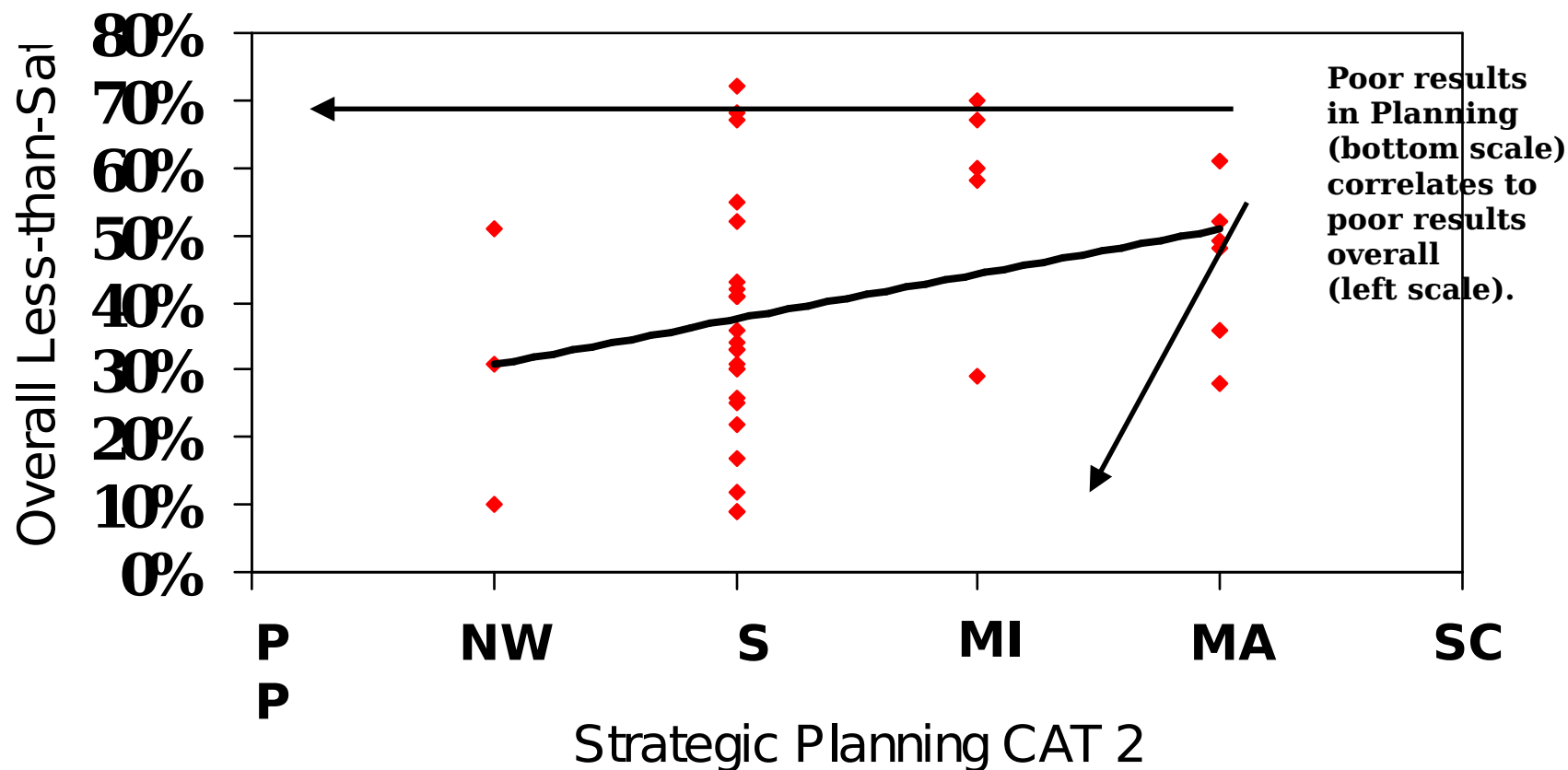
Correlation Analysis

CAT 1 to Less-than-Satisfactory



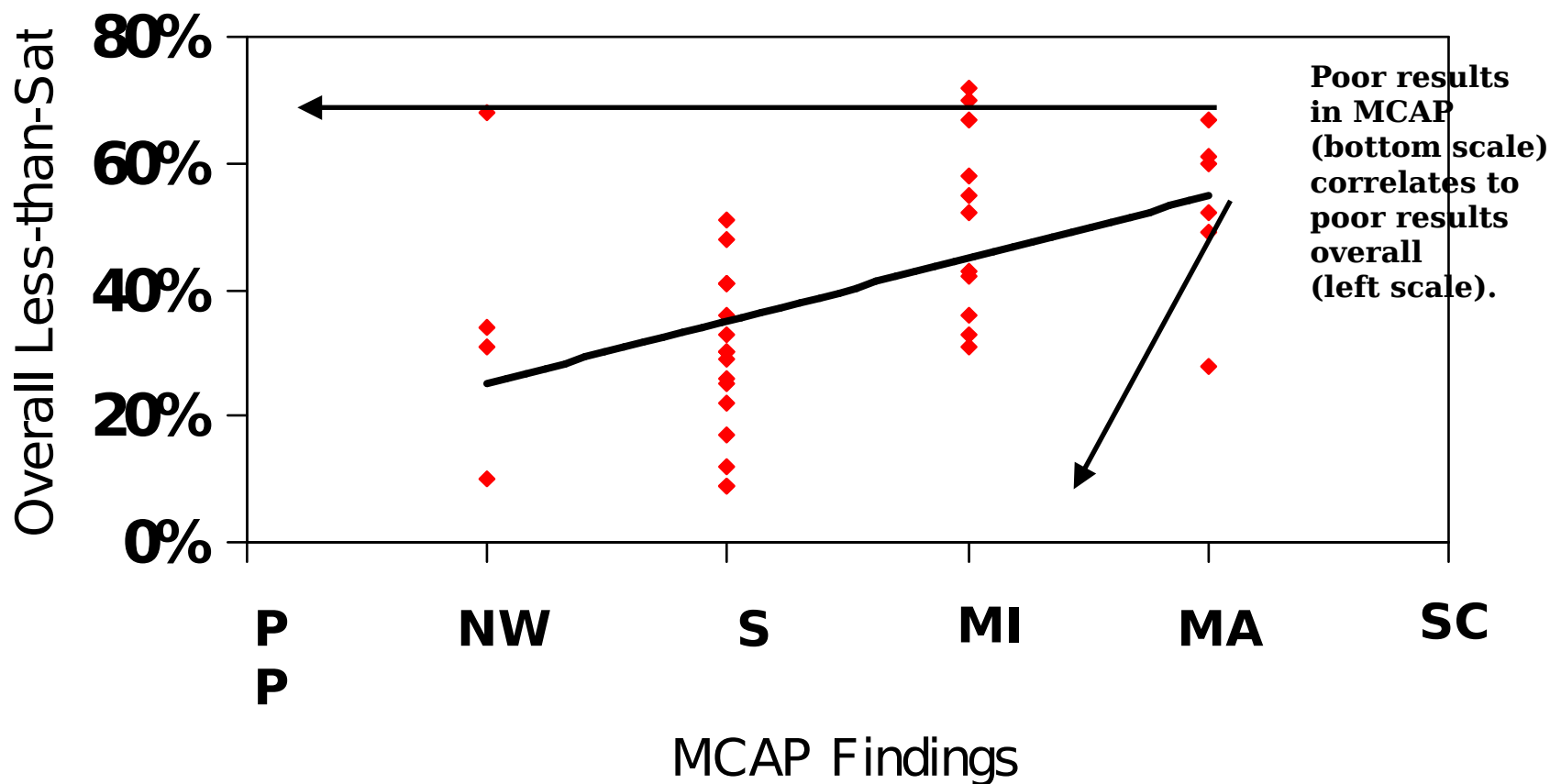
Correlation Analysis

CAT 2 to Less-than-Satisfactory



Correlation Analysis

MCAP to Less-than-Satisfactory



Effective TAG Teams

- **Senior Leadership Support**
- **Skilled and Knowledgeable Personnel**
- **Effective Training/Communications Process**
- **Proactive Approaches**
- **Meaningful Internal and Process Specific Metrics**
- **Document, Document, Document**

Effective TAG Teams

- **Quality/Comprehensive MCR Process**
- **Sound Root Cause Analysis**
- **Effective Improvement Plan Development - Not Quick Fixes**
- **Ongoing Tracking and Reporting Improvement Plan Progress/Status to Senior Leadership**
- **Follow-up to Assure Improvement Plan Effectiveness**

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(IOAs)**

**Procurement Management Reviews
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Analysis Results